

Media Plan Recap

Objectives

1. Primary:
 - Cost Per Sale
2. Secondary:
 - Consideration

Budget & Flight

- \$73.3MM (86% of brand measurable)
 - \$28.6MM* Online
 - \$28.7MM Offline
 - \$16MM DR
- 10/08/2020 - 12/31/2020

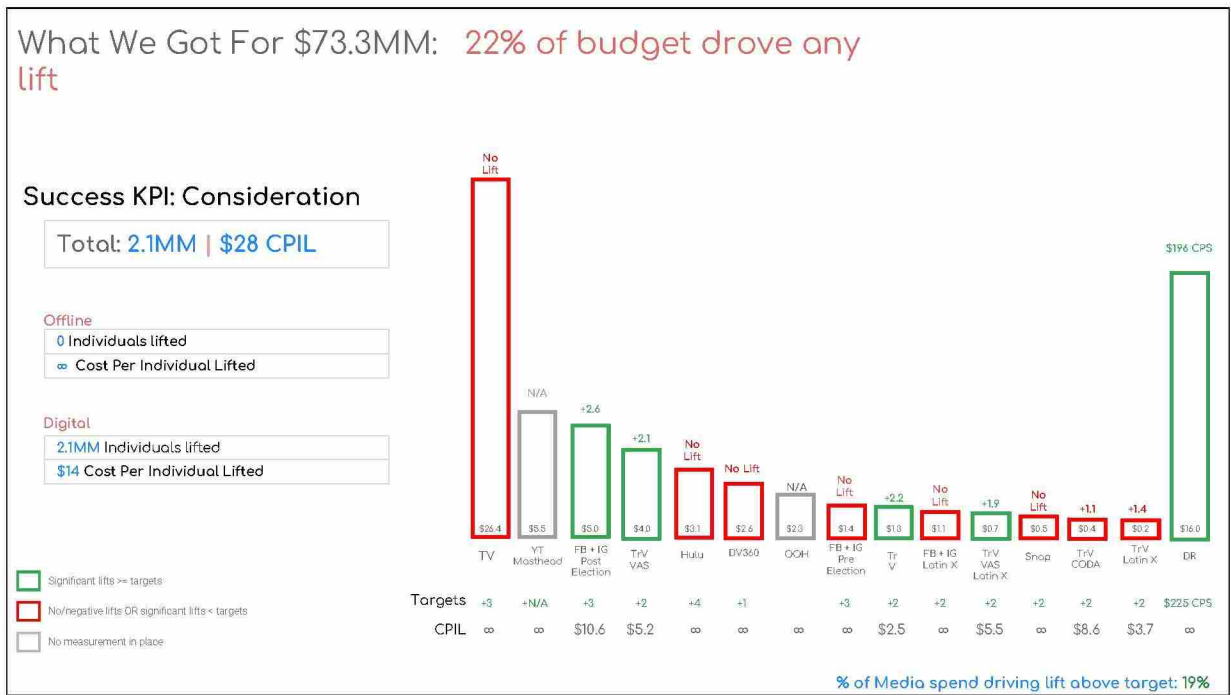
Audience

- Offline: A18-49
 - TV Delivery: 78MM/12x
 - OOH Delivery: 29MM/20x
- Online: In-market Android (no device split)

Smart Start

- Budget Behind Passing PFC
 - Offline: 0%
 - Online: 96%
- Budget Behind Passed Creative:
 - 65% TV
 - 100% OOH
 - 100% Digital

*Digital includes \$5.5M in YouTube Mastheads
86% measurable for KPI excludes \$400k Univision S2, \$2.3MM OOH, and \$5.5M in Mastheads



Erika

Q4-19 campaign CPIL \$22

Calculation =(target audience population)*(Total campaign reach)*(absolute lift from brand tracker)

What We Learned

- 1** To drive TV success efficiently, ensure sufficient weight and prioritize shorter formats
Why care? TV won't drive lift with 50% :30s / 50% :15s when budget is <\$36MM
- 2** YouTube met target lifts with a blend of Android and iOS users
Why care? 34% was delivered against an iOS "in-market" audience on YouTube which historically saw no lift
- 3** We improved CPS YoY while diversifying channel mix as outcomes of DR Centralization
Why care? Advancing D&S Performance measurement in '20 puts us on-track to understand true DR impact

1

To drive TV success efficiently, ensure sufficient weight and prioritize shorter formats

WHY CARE

In Q4-20 TV did not drive lift. Lack of passing :15 creative forced consolidation of :15 inventory into :30 inventory which resulted in insufficient weight.

Prior to inventory changes, the TV plan had sufficient weight and was likely to efficiently drive lift in-market due to heavy :15s.

	Q4-20 Planned	Q4-20 Delivered
Unit Mix	100% 15s	51% 30s 49% 15s
Spend	\$28MM	\$26MM
Frequency	22	12
Lift	+3 ¹	No Lift
Users Moved	2.6 ¹	0
CPIL	\$11 ¹	∞

1. Estimated impact
Source: Dynoto, MSO

58% reached 6x

1

To drive TV success efficiently, ensure sufficient weight and prioritize shorter formats

Do | Now

Identify key selling point (ksp) before developing assets.
MLMO (Tommy) | PHD (Jordan)

Implement concept testing for TV (in-progress)
MLMO (Tommy) | PHD (Jordan)

Impact | Now

Create efficiency in the creative development process
and salvage 3 weeks of TV launch delays due to non-
passing creatives.

1

To drive TV success efficiently, ensure sufficient weight and prioritize shorter formats

Do | Later

Leverage :15 units for a portion of TV inventory given :15 units are 75% as effective as :30 units but half the media cost.
ML (Katherine) | PHD (Trish)

Impact | Later

	Q4-21 Scenarios		
Unit Mix	100% :30s	75% :30s / 25% :15s	50% :30s / 50% :15s
Spend			
Frequency	23	26	32
Lift	+4	+5	+6
Users Moved	3.4MM	4.3MM	5.2MM
CPIL	\$20	\$15	\$13

All plans pass PFC

2 YouTube met target lifts with a blend of Android and iOS users

WHY CARE

In Q4'20, YouTube accounted for **\$7.9MM** of our digital spend and met consideration target lifts (2pts) due to 100% passing creatives and adequate frequency

The targeting strategy "In-Market for Android devices" reached a blend of Android to iOS with a higher than expected ratio of iOS (2:1).

Targeting both the right audience (in-market) and high passing creative was the major difference in driving consideration over the previous campaigns.

				Fundamental Diagnostics	
Channel	Android to iOS User Composition ^A	Consideration Lift (Overall)*	Audience	Creative Passing (Android only)	Frequency (Avg. Weekly)
YouTube Q4'20	66% / 34%	+2 (VAS + TruView)	In-Market for Android	100%	4 (VAS) 3 (TrV)
YouTube Q1'20	100% / 0%	+1 (TruView)	Device List + Affinity	58%	4
YouTube Q4'19	33% / 67%	+0.4 (TruView)		23%	4

*Source: YouTube BLS 2.0, rounded.

^aBased on impression delivery volume from Doubleclick

2 YouTube met target lifts with a blend of Android and iOS users	
Do Now	Impact Now
<p>ML to internally determine the "In-Market for Android" audience blend between Android and iOS users ML (Brendan, Katherine)</p> <p>Saturate the "In-Market for Android" Android users before including iOS into the media mix Essence (Jessica, Anthony) ML (Brendan)</p> <p>Continue to hit fundamentals (passing creative, frequency minimums, and PFC's) Essence (Jessica, Anthony) ML + MLMO (Brendan, Amaya)</p> <p>Test "In-Market for Android" vs. "In-Market for Android AND iOS exclusion" Essence (Jessica, Anthony) ML + MLMO (Brendan, Amaya)</p>	<p>Reduction of up to 30% in YouTube spend against a less receptive audience.</p> <p>Maintain and improve target lift on YouTube</p> <p>Up to incremental 591K users moved to consideration on YouTube.</p>
Source: Dynato (BLS + Audience Validation), YouTube BLS 2.0	

2 YouTube met target lifts with a blend of Android and iOS users	
Do Later	Impact Later
<p>Shift more OLV allocation into YouTube to continue testing the effectiveness of VAS. Essence (Jessica, Anthony) ML + MLMO (Brendan, Amaya)</p> <p>Ensure creative appeals to the respective audiences across Android and iOS. Essence (Jessica, Anthony) ML + MLMO (Brendan, Amaya)</p>	<p>Up to incremental 470K users moved to consideration on YouTube.</p>

3

We improved CPS YoY while diversifying channel mix as outcomes of DR Centralization

WHY CARE

Surpassed Pixel's CPS goal (\$225) for Core CPS tactics (\$196). Pixel 5 went OOS before Black Friday, impacting ability to scale.

-29% units sold on -50% investment YoY; improved acct hygiene to Shopping and GDN RMKT were key efficiency drivers, a credit to DR Centralization.

Non-SEM channels credit improved with the ADH MTA (Paid Media) model vs last click; 2021 validation of incrementality via CLS - and CAM models - crucial to determine optimal tactical budget allocation.

Channel	Spend (Mv) ↓	CPS Last Click	CPS MTA	Sales Last Click	Sales MTA
SEM	\$8.0M	\$121	\$151	65.7K	43.1K
GDN	\$4.0M	\$1,413	\$311	2.8K	10.5K
DV360	\$1.3M	\$2,686	\$112	0.5K	9.8K
Amazon DSP	\$0.0M	\$46,105	\$67	0.0K	0.6K
Twitter	\$0.2M	\$1,504	\$175	0.1K	0.9K
Core Subtotal	\$13.5M	\$196	\$171	69.2K	64.9K
YouTube	\$2.3M	\$25,449	\$420	0.1K	4.5K
GDN	\$0.2M	\$13,976	-	0.0K	-
Snapchat	\$0.0M	-	-	0.0K	0.0K
Test Subtotal	\$2.5M	\$24,344	\$456	0.1K	4.5K
Total	\$16.0M	\$189	\$189	69.3K	69.3K

Source: Ads Data Hub; Google CLS, Snapchat CLS

3 We improved CPS YoY while diversifying channel mix as outcomes of DR Centralization

Do | Now

Expand CLS measurement where there were gaps in GDN, DV360; experiment with Google SEM CLS alpha (H1'21).

Essence (Ryan Jones & Sam Lee)

Leverage Q4'20 MTA (Paid Media) refreshed results and apply learnings to Q1'21 media mix (January '21).

Essence (Ryan) | MLP (Shilpa Mishra & Tom Garvey)

Impact | Now

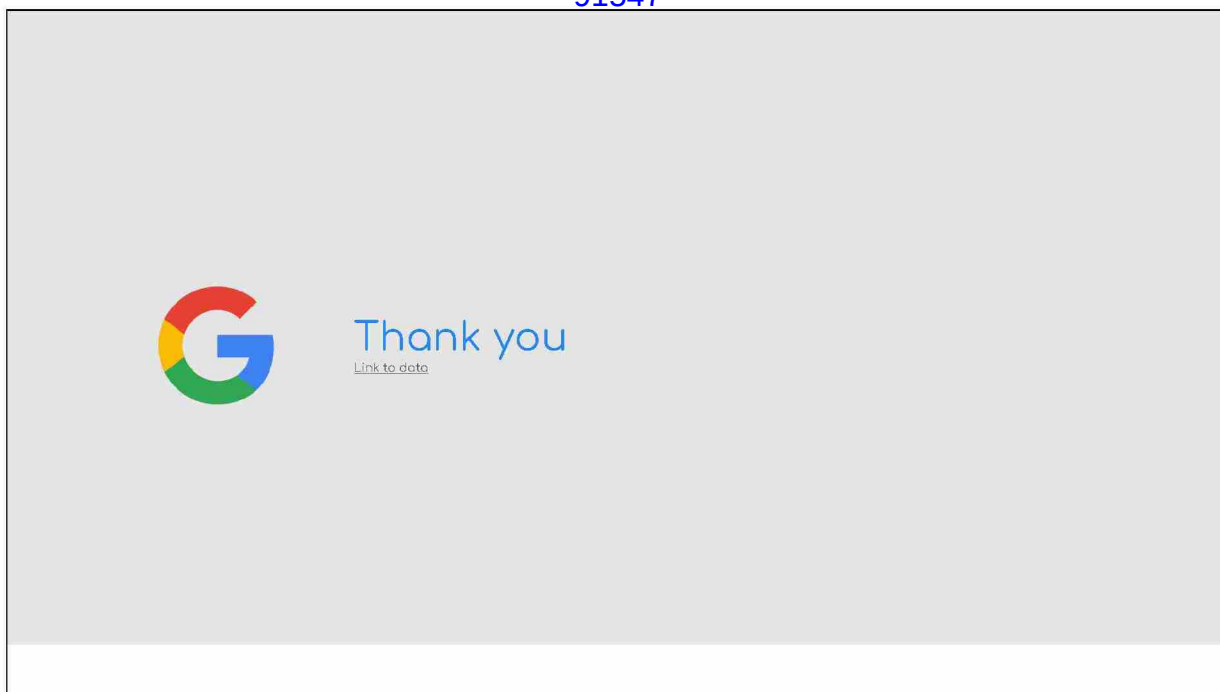
We will increase our CLS comp. measured from 20% to 80%, enabling better channel mix and testing recommendations.

Shifting investment away from Banners and into YouTube and Social may increase Units Sold by up to 10% in H1'21 vs. projected Last-Click waterfall.

3 We improved CPS YoY while diversifying channel mix as outcomes of DR Centralization	
Do Later	Impact Later
<p>Validate the incrementality on MTA (Paid Media) through MMT MLMO MLP (Matt Klemchuk & Tom Garvey)</p> <p>Integrate ADH directly into reporting automation, increasing multiplier updates from monthly (HT21) to real-time (TBD 2022). Essence (Sam & Max) MLP (Matt Klemchuk & Tom Garvey)</p>	<p>Allow quantification of MTA (Paid Media) incremental impact.</p> <p>Increase our channel mix optimizations by 4x, improving from monthly manual adjustment to weekly.</p>

Summary

Do Now	Impact Now
Identify key selling point (ksp) before developing assets and implement concept testing on TV.	Create efficiency in the creative development process and salvage 3 weeks of TV launch delays due to non-passing creatives.
Saturate the "In-Market for Android" Android users before including iOS into the media mix.	Reduction of up to 30% in YouTube spend against a less receptive audience.
Expand CLS measurement where there were gaps	We will increase our CLS comp. measured from 20% to 80%
Do Later	Impact Later
Leverage :15 units for a portion of TV inventory	Up to 2.2MM incremental considerations
Shift more OLV allocation into YouTube to continue testing the effectiveness of VAS.	Up to incremental 470K users moved to consideration on YouTube.
Validated the incrementality on MTA through MMT	Validate up to 33% of our MTA campaign spend as incremental





Appendix

Calculations

Metric	Formula
% of budget driving any lift	(Spend driving consideration lift) / (Total brand spend INCLUDING mastheads and unmeasurable)
% of budget driving lift above target	(Spend driving on-target consideration lift) / (Total brand spend INCLUDING mastheads and unmeasurable)